DANE COUNTY SHERIFF'S OFFICE: JAIL SOCIAL SERVICES AND PROGRAM GUIDE



Table of Contents

Dane County Sheriff's Office Social Services Dept	2
Other In-House Services	4
In-House Programs	7
Community Based Programs	14
Providers	17

DCSO Social Services

Social Workers

Social work is a profession devoted to helping people function the best they can in their environment. Generally speaking, most social work revolves around the three activities of restoring impaired capacity, providing individual and social resources, and prevention of social dysfunction. The Social Workers in the Dane County Jail provide support to residents to aid in positive, pro-social functioning in the jail as well as preparing for a successful return to the community.

Social Workers are available to provide support to any resident seeking assistance in the Dane County Jail. They also provide case management services to sentenced residents who are eligible for Jail Diversion, those who are involved in programs facilitated by jail social workers and those who are parents/caregivers. Social Workers work with residents to conduct needs assessments and develop goals and case plans that address the identified needs. Areas of identified needs include, but are not limited to, alcohol and other substance use, employment, mental health, education, and housing.

The Family Connections Social Worker identifies parents/caregivers in the jail and supports them in building/maintaining their relationship with their children. The Social Worker also acts as a liaison for child welfare and other human service agencies, provides enhanced visitation, and facilitates the Parenting Inside Out educational group.

Additionally, DCSO Social Workers facilitate group programs such as Parenting Inside Out, Moral Reconation Therapy (MRT), MRT Life Skills - Getting a Job, and more.



Reentry

Reentry is the umbrella term used to define the transition from jail or prison back into the community. The process of reentry is supported by the Reentry Coordinators that provide services to all residents in the Dane County Jail that are sentenced to be released into the community, residents that request assistance due to plea or court releases, and/or residents who are serving Probation sanctions. Dane County Jail recently added 2.5 positions for reentry staff in the booking area. This allows clients that will have a short tenure within the jail. Staff is completing a brief screening focusing on

Residents start the process of reentry work with the coordinators about 30-60 days prior to their scheduled release date, depending on the sentence structure. During the process of release planning, residents and coordinators will complete needs assessments to identify the individual's needs. The Reentry Coordinators will provide suggestions of resources for that resident in the community, and once a resident has determined the resource/agency or provider to work with in the community, they will submit referrals together to get the resident connected with the agency. Most often the resident will meet with a provider prior to release to create the "warm hand-off" to community support.

Reentry Coordinators work closely with contracted community agencies to ensure residents have resources upon their release.

Other In- House Services

Jail Diversion (<u>C</u>ustody <u>A</u>lternative <u>M</u>onitoring <u>P</u>rogram)

If a resident is sentenced with Huber privileges, the Sheriff's Office determines eligibility for Jail Diversion (CAMP.) Individuals eligible for jail diversion may serve their jail sentence while on electronic (GPS) monitoring while residing in their homes. The Jail Diversion Social Worker conducts intake interviews, develops case plans, and provides on-going support and case management to eligible individuals.



Reentry Resource Desk

The reentry resource desk is in the public lobby of the Public Safety Building and is part of a larger effort to connect individuals who are releasing from the jail to community resources. Community members and individuals releasing from the jail who do not typically have access to reentry staff (unexpected releases/short bookings) may receive resources and information through the community volunteers who staff the desk. The resource desk offers tangible items such as hygiene and clothes, as well as information about food pantries, homeless services, shelters, food share/ Badgercare benefits, substance use treatment providers, medical assisted treatment (MAT) re

substance use treatment providers, medical assisted treatment (MAT) resources, recovery coaches, peer specialist, transportation, and education and employment opportunities. The resource desk is currently open and staffed between the hours of 1pm and 5pm Monday through Friday as this time frame is when most jail releases occur.

Faith-Based Supports

The chaplains respond to the spiritual needs of those incarcerated during their time in the jail and as they return to their families and communities. They provide individual spiritual care, spiritual resources such as Bibles and Qur'ans

and encourage journaling as a spiritual practice. They also respond to requests for allowable items. Other religious services provided include connecting people to their spiritual communities and leaders, as well as assistance in gaining community contacts.

The Madison Area Jail Ministry (MAJM) calls the chaplains and works with faith communities in Dane County for funding. Chaplain Todd, along with a few volunteer assistants help to provide services to the residents incarcerated at the Dane County Jail. Religious services provided in the Dane County Jail are coordinated through the Chaplain's office. Currently Roman Catholic services are held in the CCB Chapel on Thursday evenings for the men and women in the CCB jails. Protestant Services for males are held in the CCB Chapel on Sunday evenings. Women's Worship Services are held Saturdays in the PSB and CCB jails.

Gideon's Bible Study

Participants get acquainted with the Good News Testament. The goal of the bible study program is to discover what the bible says and how it applies to the participant's lives. Gideon's Bible study is offered to male and female residents in both the CCB jail and the PSB jail.

Men's Chaplain Lead Bible Study





Men in the PSB are invited to spend time exploring the Word of God. Each one-hour session includes an in-depth study of a particular biblical text or book, personal reflection on how the text is speaking to one's situation, and prayer for personal needs identified through the study. There are (2) two volunteer chaplain assistants that serve in this position.

Veteran's Services

Residents that are identified as Veterans have access to the Dane County Veteran's Services Officer and Veteran's Justice Outreach worker from the VA. They provide resources and assist in obtaining paperwork or documentation of service. The Veteran's Housing unit is located in the Public Safety Building. Residents are screened by Classification and Security staff.



BadgerCare/FoodShare

BadgerCare Plus is Wisconsin state Medicaid public healthcare coverage for low-income Wisconsin residents. Children, pregnant women, and adults with or without children



who are under certain income limits are eligible for BadgerCare Plus. It is complete health coverage and covers dental services, prescription and over-the-counter drugs, mental health services, and much more.

FoodShare deposits money onto a debit-like card once per month to spend on groceries. Able-bodied adults without dependents are required to work or volunteer 80 hours per month or participate in a work program. If not meeting this requirement, a household may receive 3 months of time-limited FoodShare benefits within a 36-month period.

Individuals are ineligible for BadgerCare Plus and FoodShare while incarcerated but can apply over the phone, online, or at their local agency following release. Assistance in applying for BadgerCare Plus is provided prior to release at the Dane County Jail.

Wellpath

Medical

Jail medical staff is available at all times. Services may be provided in a resident's housing area or the jail medical office. If residents are transferred outside of the jail for medical care, the jail medical staff will



monitor their needs. Residents will be responsible for outside medical costs, including medication. If residents do not have insurance, they will need to set up a payment plan with the outside medical provider.

Mental Health

Jail mental health staff is available at all times. Mental health staff will meet with residents in their housing area and attempt to maintain confidentiality by speaking quietly, using physical barriers to block others from watching conversations, and writing sensitive information when requested. Residents may be referred to the Jail Psychiatrist for an assessment, required to complete sleep and symptom logs, and be provided techniques for coping. Jail Mental Health staff is unable to provide an exact date when you will be seen by a psychiatrist.

In-House Programs

Parenting Inside Out (PIO)

The Parenting Inside Out program is an evidence-based, cognitive-behavioral parent management skills training program developed for criminal justice involved parents. The parenting program is appropriate for both

incarcerated mothers and fathers who are parenting from inside the jail. As part of a reentry program, Parenting Inside Out has a proven impact on reducing recidivism and criminal behavior, while improving family relationships and parenting skills. This program is facilitated by DCSO Social Workers.

Moral Reconation Therapy (MRT)

Moral Reconation Therapy-MRT® is an evidence-based, systematic, cognitive-behavioral approach that treats a wide range of issues. It helps participants replace disordered thoughts with rationalized

ones that can help them control their impulsive urges and behaviors. Consequently, MRT has been shown to reduce the re-arrest rates of participants. This program is facilitated by DCSO Social Workers.

Alcoholics Anonymous (AA)/Narcotics Anonymous (NA)/Al-Anon Support Groups

AA and NA are support groups for people who are chemically dependent. The purpose of the program at the jail is to provide a support group in the jail setting (i.e., a chance to meet with other residents who are also chemically dependent and in need of support). They also offer exposure to people outside of the jail who are living a sober lifestyle, such as volunteers who live and work in the community to serve as role models.

The Al- Anon Family Groups are a fellowship of relatives and friends of alcoholics who share their experience, strength, and hope in order to solve their common problems. Al-Anon has but one purpose: to help families of alcoholics. This is done by practicing the Twelve Steps, by welcoming and giving comfort to families of alcoholics, and by giving understanding and encouragement to the alcoholic. Currently, Al-Anon services are offered to female residents that are housed in the PSB.







Jail-Based Competency Restoration

Jail-Based Competency Restoration (JBCR) is available to defendants currently awaiting admission to a state Mental Health Institute for competency restoration but who are in a secure facility, such as a county jail. This initiative is sponsored by the Department of Health Services.

Once the defendant has been adjudicated not competent though restorable and committed to the Department of Health Services for restoration treatment, the JBCR Program Case Services Coordinator (PCSC) will meet with the defendant to conduct an Initial Assessment. Following this assessment, the Clinical Director will determine the level of services the defendant will receive. The PCSC will communicate with the defendant and/or jail staff on a weekly basis to determine mental health status, medication compliance, behavior, and adjustment/response to the in-custody environment. Any changes indicating a significant decline in mental health status will be immediately reported to the appropriate Mental Health Institute. Additionally, a master's level clinician/Behavioral Specialist (BxS) will be assigned to provide competency restoration services as appropriate. The level of services provided to the defendant by the BxS will be determined on a case-by-case basis.

Educational Programs

Madison Metropolitan School District (High School Diploma)

The Madison Metropolitan School District (MMSD) education program is designed to fulfill the educational needs of residents who would otherwise be required to attend school under the compulsory education law. Classes primarily

consist of the basic skills in reading, writing, and math. Secondary focus is given to language arts, health, social studies, logic problems, spelling, vocational skills, etc. Beyond high school supplements, residents are also given opportunities to learn in areas of practicality such as handling stress, conflict resolution, living skills, etc.

This education program provides testing before entering the classroom to determine each student's current academic level, as well as to find out if the resident needs clinical assistance. The goal of the program is not to offer them a high school diploma, but to interest them in lifelong learning.

Madison College (GED, HSED and Transitional Assistance)

Dane County contracts with Madison College for educational services for residents. The 2019 contract for educational services is split between Dane County and the Institutional







Adult Grant. Services include basic skills, high school completion, and GED preparation and testing. They also provide State Civics testing. Upon release from the jail system, Madison College coordinates a transition to other education or training programs and services. Beyond basic skills and high school completion programs, Madison College also offers academic preparation to help high school completion candidates with skill development to prepare for college and employment. This includes but is not limited to:

- Basic skills assessment and advising
- Development of student educational plans.
- Literacy skills education in reading and writing, as appropriate
- Basic literacy computer skills
- Necessary high school completion training to prepare students for the GED and HSED tests
- Employability skills instruction

The services/classes described above are provided to residents individually or in small groups. Madison College staff coordinates all services with Jail staff. Madison College also provides GED testing services for residents, which occurs in the DCJ. Upon release from the DCJ, Madison College provides the following services when appropriate:

- Coordination of transition to other Madison College education or training programs.
- Coordination of transition to other basic education services at Madison College outreach sites.
- Coordination of transition to the Department of Corrections.
- Coordination of transition to education services in the community.

Opiate Recovery Project

The Opiate Recovery Project is staffed with a Nurse and Recovery Support Social Worker. Residents are screened at booking to see if they would qualify for the program by having an Opiate Use Disorder. A resident may also seek out these services by submitting a request form on the tablet in their housing unit. The opiate recovery team works together to complete necessary assessments, screens and referrals for ongoing treatment needs. The Dane County Jail currently offers two forms of Medication Assisted Treatment (MAT) dependent upon what the resident was prescribed prior to their booking. Subutex can be continued for residents with current prescriptions and vivitrol can be administered prior to release. Additionally residents may be referred to community clinics for other forms of MAT(i.e. Suboxone or Methadone). Residents are also offered Recovery Coaches to provide supportive services and advocacy while the resident is incarcerated and in the community for continued

support upon release. Comprehensive treatment plans are created by the Social Worker in conjunction with Reentry staff.

Recovery Coaches (Jail2recovery or Pregnancy to Recovery)

Recovery Coaches are a form of peer support that involves giving non-clinical treatment support. A Recovery Coach brings lived experience combined with training and supervision to assist others in initiating and maintaining recovery. They help others enhance the quality of personal and family life in long-term recovery. Recovery support services can supplement or serve as an alternative to clinical treatment for substance use disorders. Recovery Coaches are accessible to residents by phone, letters, and video visits following referrals.

The Pregnancy 2 Recovery program is for women who are taking illicit or prescription opiates and are pregnant or up to three months postpartum. These residents are linked with Recovery Coaches during their incarceration. Recovery Coaches assist with getting residents connected with medication assisted treatment (Suboxone or Methadone) as well as linking them with other recovery/community resources. Coaches can attend meetings, appointments and birth with residents. Their primary goal is to provide individualized support to expecting mothers.

Facing Freedom

Facing Freedom is a program offered to residents housed in the Public Safety Building (PSB) and the Ferris Center (FC) and is facilitated by volunteers from the Abundant Life Link. Abundant Life Link is a volunteer effort from the Wisconsin Evangelical Lutheran Synod (WELS) and Evangelical Lutheran Synod (ELS) churches. Facing Freedom lessons focus on developing life skills to be used by residents upon release from jail. This organized



group of volunteers offers recovery studies after resident release at weekly meetings, held in local WELS/ELS churches called Grace Oasis. The intended end result is to reduce recidivism through a tighter integration into a local community group with a focus on strong spiritual and family beliefs and practices. Facing Freedom funds itself and provides books and materials at no cost to residents.

Jail Literacy & Math Tutoring

Dane County Jail has partnered with the Madison Area Lutheran Council and the Literacy Network of Dane County to train and provide volunteer tutors. These tutors provide basic literacy services to residents that have been identified by Madison Metropolitan School District (MMSD), Madison Area Technical College (MATC) and the Jail Chaplaincy Staff, as needing extra attention or services for learning while incarcerated.



Library Services

Dane County Law Library

The Law Library provides legal reference services to residents to inform them of substantive and procedural law. Residents are required to fill out a request form for legal documents relative to their incarceration or conditions of their confinement. Residents can receive up to 100 pages of printed documents (50 sheets front and back maximum) per week. Residents are also allowed to check out 3 books from the jail-specific lending library for up to 2 weeks. A list of the

available books will be provided to the residents by the Law Library.

UW iSchool

The jail library services are provided through the UW iSchool. Students and wider community volunteers staff the project as the Jail Library Group. Books and magazines come from donations or are purchased with grant funding and



become the property of the jail; all books are stamped "Jail Library" for identification. All materials are collected and processed at the iSchool once a month; they are delivered to the PSB dock for inspection and movement into the library spaces in the CCB and PSB. Volunteers go into the CCB and PSB once a week. In the CCB materials are circulated in response to written requests; volunteers fill the requests and bring crates of the tagged materials to each deputy station. In the PSB most materials are circulated by having an assorted collection in each housing unit on a book cart. Volunteers refresh the carts in rotation each week; they fill some written requests as well.

Community-Based Programs

(Available to Diversion residents)

Resident Volunteer Program

Individuals sentenced with Huber privileges and are serving their sentence on the jail diversion program have the opportunity to apply for participation in the Resident Volunteer Program. Residents are

screened to participate in a variety of volunteer opportunities. These volunteer opportunities typically involve general labor such as working in a food bank, food pantry, outdoor botanical gardens, setting up and cleaning up for special events, and other special projects for local non-profits. Some residents are eligible for sentence reduction in exchange for volunteer hours worked.

Nehemiah

Nehemiah cultivates character, leadership, and economic development for the African-

American community through culturally grounded programs. The Justified Anger initiative works to eliminate racial disparities in the greater Madison area by developing relationships, solutions, and systems.

Nehemiah provides a wide array of culturally competent and relevant programs to meet the needs of men who are leaving jail or prison. These services increase the likelihood that participants will transition successfully and become contributing members of our community. Re-entry staff include formerly incarcerated African American men who have effectively navigated the challenges of re-entry. Wraparound services include:

- Housing -provide several safe, sober living environments throughout Madison for formerly incarcerated men
- Coaching/Mentoring -provide coaching that addresses issues such as trauma, healthy relationships, anger management, fatherhood, and leadership development
- Employment -assist our participants with job placements in businesses throughout Dane County
- Advocacy -advocate for ex-offenders, particularly within the court and legal system
- Case Management -offer one-on-one case management for many of our participants





Nehemiah facilitates a community group Man UP. This group is held twice weekly in the community. Man UP works to advocate, empower, and educate men in our community that have lived experience with the criminal justice system. Eligible residents with Huber privileges are allowed to attend this outside program.

Madison College

Residents housed in the Ferris Center can attend classes at the Madison College South Campus to receive the following services:

- Basic skills assessment and advising
- Development of student educational plans
- Literacy skills education in reading and writing, as appropriate
- Basic literacy computer skills
- Necessary high school completion training to prepare students for the GED and HSED tests
- Employability skills instruction
- Instruction to prepare for the Compass test



JustDane

JustDane inspires hope & creates real change. Life circumstances or missteps can lead to incarceration or other life challenges that can be difficult to overcome. It's better for everyone in our community when we can ensure a person has the chance to put the pieces of their lives back together, creating a community where everyone has an opportunity to succeed. JustDane accomplishes this through field-tested initiatives that have transformed lives for over 15 years.

Just Bakery

Just Bakery is a 16 week educational and vocational training program. The program utilizes a curriculum developed in collaboration with faculty from Madison College's Baking and Culinary Arts programs. Just Bakery offers life skills education, baking math and tutoring, food science, food safety and ServSafe Certification, and teaches commercial baking skills in a commercial grade kitchen with students actually helping to produce a line of bakery products for sale in the community. Students also gain sales and marketing experience by working side by side with program staff in a variety of sales venues, learning customer service skills, and becoming comfortable answering questions about the product. Program graduates can also take an exam to earn a Certificate of Training from the WI Baker's Association and through an agreement with Madison College, students can earn college credits.

- 15 -

Case Management and Peer Support

Re-entry Peer Support Initiative program helps individuals transition from incarceration into the community. The goal is to improve an individual's ability to make informed, healthy choices, become independent, have an income and/or resources to fully participate in society, reduce medication use or substance use, reduce isolation, and reduce interactions with police and/or other criminal justice systems. The program targets those individuals who have Mental Health, Substance Use, or both, in their backgrounds and are medium to high risk for recidivism. Services offered include: case management, peer-to-peer support services, short-term housing, a paid agricultural training program, employment and training assistance, and mental health and substance use support.

Backyard Mosaics

This project is a time for women to come together to explore their spirituality and creativity in an atmosphere of sobriety. It is a safe place for women to discover and develop their artistic skills as they return to their families and communities from incarceration. It is also an opportunity to create community based public art.

New Beginnings - Women

New Beginnings is a program designed to optimize opportunities and eliminate barriers for returning residents with their reentry process. The purpose is to help women who have Huber privileges and will be released soon to make a positive transition into community and family life.

Using a faith-based recovery model, New Beginnings provides a supportive atmosphere for participants to share their experiences and find strength and hope. Participants are encouraged to continue attending the group after release. Topics explored are relapse prevention, healing from trauma, healthy relationships/boundaries, money-management, parenting skills, finding purpose, community resources for employment, housing, food, medical and mental health.





Providers

Domestic Abuse Intervention Services (DAIS)

DAIS offers a wide array of crisis services for victims of domestic violence in Dane County. One of those services, available to residents of the Dane County Jail, is a support group that creates a safe space for women with the common experience of intimate partner violence. Participants share common goals of learning new ways to cope, heal, and be safer in current and future relationships. Domestic Abuse Intervention Services (DAIS.)

Rape Crisis Center

The Rape Crisis Center advocates for those harmed by sexual violence by centering survivors, promoting societal change, and committing to be an evolving force for social equity. The Rape Crisis Center offers individual counseling services and group sessions to women housed in

the Dane County Jail who are affected by experiences of sexual assault and/or abuse. Group sessions consist of participants talking about their experiences as well as an educational component on sexual violence.

Once a week, a member of the Rape Crisis team offers a one-hour Women's Empowerment class to the female residents housed in PSB. This class provides a safe place for the women to share experience, process trauma and obtain education.

Department of Workforce Development/WorkSmart

The Department's primary responsibilities include providing job services, training, and employment assistance to people seeking employment. WorkSmart is a federally funded program through the Workforce Development board to assist workers that have

criminal justice involvement reconnect and set up employment. Our partnership with WorkSmart leads clients that did not have Huber privileges to the path of employment prior to their release. This program allows residents to obtain and maintain goodpaying, sustainable employment upon reentry into the community.



DOMESTIC ABUSE INTERVENTION SERVICES



ARC Community Services

(Women's Specific)

ARC Community Services is dedicated to helping women reclaim their lives, gain awareness of their personal self-worth, and be empowered to make the changes necessary to improve their welfare along with that of their children and families. ARC is a private, non-profit statewide agency serving high risk women and their families statewide. ARC focuses on substance use disorder treatment, including residential, day treatment, and outpatient services. Additionally, they prioritize the mother-child bond for adult women with their children and pregnant/postpartum women and their infants. ARC provides women-specific program services that address substance use disorders, cognitive behavioral skill building, trauma, unhealthy or abusive relationships, physical and mental health, anger and stress management, employment and money management, basic living skills, and child custody.

ARC Community Services, Inc.

ARC Community Services' RESPECT project serves approximately 55 women per year

for a period of four to eight months. RESPECT provides an alternative to the "revolving door" nature of the offense. ARC Respect provides a safe space and peer support as well as advocacy, case management, counseling, and crisis



intervention on an outpatient basis in order to assist women in leaving prostitution and to help them into essential community services in order to address a woman's health, economic, and family needs so she can develop a safe, constructive lifestyle.

Public Health Dane County Madison

Prenatal Care Coordination

Prenatal Care Coordination (PNCC) is a Medicaid and BadgerCare Plus benefit that helps pregnant women get the support and services they need to have a healthy baby. PNCC services include assistance getting health care needs met, personal support, and providing information on good eating habits and health practices.

The purpose of the Medicaid Prenatal Care Coordination program is to provide access to medical, social, educational, and other services to pregnant women who are considered high risk for adverse pregnancy outcomes. The components of this benefit are outreach, assessment, care plan development, ongoing care coordination and monitoring, and health education and nutrition counseling.

Nurse Family Partnership

Family Partnership works by having specially trained nurses regularly visit young, firsttime moms-to be, starting early in the pregnancy, continuing through the child's second birthday. Mothers, babies, families and communities all benefit.

Jessie Crawford Recovery Center (JCRC)

Jessie Crawford Recovery Center (JCRC) provides sober housing, case management and treatment services for men and women that live with mental health and/or substance abuse disorders. Clinical services include, but are not limited to, Individual Therapy,

Outpatient Therapy, Intensive Outpatient Therapy, Intensive Day Treatment, substance abuse disorder assessments, referral services, and tele-psychiatry services at the office for mental health and medication assisted therapy.

Journey Mental Health

Journey Mental Health staff serve in many different capacities within our agency. Journey Mental health center provides

substance use disorder treatment to clients that choose to transition to their program through the Vivitrol program. Residents are able to receive medication assisted treatment, group therapy and individual therapy. Journey is also contracted through Dane County Human Services to house the Resource Bridge program, which is a referral for service program for underinsured residents in Dane County.

Department of Community Corrections

Social Workers and Probation Agents work together to assist residents in creating wrap around community plans for release. Probation liaisons are accessible to the residents in the jail for questions, concerns, and communication with agents in the community.

Safe Communities - Recovery Coaching

Safe Communities Recovery Coaches provide people with

personalized support for substance use disorders including offering resources and coaching to reach individual's recovery goals. Recovery Coaches are trained through the Connecticut Community for Addiction Recovery program and Wisconsin Certified Peer Support Specialists.





ourne



Briarpatch

Briarpatch Youth Services, Inc. is a private, non-profit organization serving Dane County. The agency's mission is "Strengthening the Lives of Youth and Families". The



organization was formed in 2003 by the merger of Briarpatch, Inc. (established 1971) and Community Adolescent Programs, Inc. (established 1978). Project HUGS (established 1995) joined the agency in 2009. The agency offers a broad array of services to run away, homeless, and at-risk youth. Briarpatch works closely with local governments and other non-profit organizations to provide unique programs that fill service gaps. Each year, Briarpatch serves approximately 3,000 unduplicated youth.

Homeless Services Consortium

Homeless Services Consortium of Dane County is a partnership of agencies, funders, advocates, and formerly homeless persons committed to preventing and ending homelessness. Residents are able to complete the Homeless Housing Priority



List screener prior to release with the Re-Entry Coordinator to place them on the housing priority list in the community. They also serve as an information resource for staff making referrals on the resident's behalf.